

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Appreciation

FROM:

Harry E. Fitzwater
Deputy Director for Administration
7D 24 Hqs

EXTENSION

NO.

DDA 83-3015/6

DATE

1 Dec 1983

STAT

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment)

1. Director of Training
and Education

2. 1026 C of C Bldg.

Hal:

Please pass on my appreciation
to [redacted]

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[redacted] plus any others in your
Office who were involved in making

STAT

the Conference on Intelligence such
a success. From the internal and
external praise we have received to
date, it sounds like this Conference
is a real winner and should be
continued on a regular basis.

Special thanks to Paul for his
efforts in directing the Conference
which has done much to help the
academic world better understand
and appreciate the work of the
Intelligence Community. Please
ensure that copies of this note and
the attached correspondence are
placed in the Official Personnel
Files of the above named employees.

Keep up the good work.

Harry

Atts

18-2

DDA:kmg (1 Dec 83)

Distribution:

Orig PRS - D/OTE w/Orig of Atts
1 - DDA Subj w/cys of Atts
1 - DDA Chrono
1 - HEF Chrono

Atts: -DDA 83-3015/4 Ltr dtd 15 Nov 83
to DCI fr Professor of History at
Marquette University re Conference
on Intelligence
-DDA 83-3015/5 Memo dtd 21 Nov 83
to DDA fr D/PA, subj: Conference
for Professors of Intelligence

DD/A Registry

83-3015/5

21 November 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM: George V. Lauder
Director, Public Affairs

SUBJECT: Conference for Professors of Intelligence

18-2

1. We in Public Affairs applaud the initiative, the conduct, and the outcome of the recent conference held at Headquarters for college professors who teach courses in intelligence and national security.

2. As partial instigators of the event, we were not impartial observers of the way the conference was constructed and carried out by OTE's Center for the Studies of Intelligence. [redacted] and his helpmates [redacted] should be singled out for their careful and thorough planning, special attention to detail, and utmost professionalism throughout. The returns now coming in from the conferees certify the value of their contributions and of the conference itself.

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3. Please express our admiration and appreciation for the great success of this program.

STAT

[redacted]
George V. Lauder

83-5553/L

MU Marquette
University

Charles L. Coughlin Hall
Milwaukee, WI 53233
(414) 224-7217, 224-7385

DD/A Registry
83-3015/4

15 November 1983

16-2

Mr. William J. Casey
Director, Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey,

During the Conference on Intelligence directed so very well by Paul [redacted] at the Agency two weeks ago I was so very pleased to meet you and various members of your staff. I am writing to express my gratitude to you and your staff for the truly excellent program which gave twenty-five college professors a much better perspective on Central Intelligence -- its objectives and successes and failures. The format and content of the Conference enhanced my understanding and gave me a deeper appreciation of the planning and operations in gathering intelligence.

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But more than this I came away with a greater awareness of the dedication which you and your staff have. The morale was excellent, the enthusiasm genuine: I was impressed by the wholesomeness of the Agency. And I am so very grateful that you and the staff serve in this most difficult job of gathering intelligence data.

Sincerely yours,

[redacted]

Professor of History

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REW/bs



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Approved For Release 2008/03/03 : CIA-RDP85B01152R000200260001-9

Approved For Release 2008/03/03 : CIA-RDP85B01152R000200260001-9

TRANSMITTAL SLIP		DATE
		19 Oct 1983
TO: <i>EO/ DDA</i>		
20 OCT 1983		
ROOM NO.	BUILDING	
7D18	HQS	
REMARKS:		
<p><i>ADD A</i></p> <p><i>Recd memo w/ 12 cys of each att.</i></p> <p><i>Jim - I suggest we send cys of memo w/ attachments to gha heads for their info</i></p>		
FROM: <i>D/CSI/OTE/DDA</i>		
ROOM NO.	BUILDING	EXTENSION
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FORM NO. 241 1 FEB 55		
REPLACES FORM 38-8 WHICH MAY BE USED.		
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83-301573
CSI 83-1017

19 October 1983

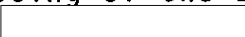

MEMORANDUM FOR: Acting Deputy Director for
Administration

FROM:


Center for the Study of Intelligence

SUBJECT: Conference on US Intelligence: The
Organization and the Profession

Jim

1. At the quarterly meeting of the Editorial Board of Studies in Intelligence held  last weekend, the Chairman of the Board and Executive Director,  asked that Agency leadership at the office and division level be made aware of top management's interest in and wholehearted support of the Conference on US Intelligence: The Organization and the Profession, to be held at Headquarters 31 October - 2 November 1983.

2. I am attaching, for your use and further dissemination as you deem appropriate, copies of the conference schedule and a list of the outside participants.

3. All 27 of these men and women are college and university professors currently offering at least a three-credit course in Intelligence to their students; none has worked for the Agency or had practical experience elsewhere in the community. Most have opened their classrooms to Agency speakers seeking to extoll the benefits of a career in the profession and have voiced a willingness to encourage their students to apply to us.

4. By inviting them to participate in our conference and to allow us where possible to help them in teaching courses on Intelligence, we hope to lend greater credibility to their classroom presentations and at the same time reinforce their willingness to help recruit. There is ample evidence that the anti-CIA bias that infected the campuses in the late '60s and '70s has abated and that the time has arrived to re-establish new, overt links to the academic world. We hope to further that end, as well.



18-2
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CONFERENCE ON U.S. INTELLIGENCE: THE ORGANIZATION AND THE PROFESSION

Monday, 31 October

0845-0900 Opening Remarks
D/CSI

0900-0915 Executive Director
[REDACTED]

0915-1000 Missions & Functions
[REDACTED]

1015-1145 Literature of Intelligence
Panel Discussion
walk through HIC

1145-1215 Library
[REDACTED]

1215-1300 Lunch - North Cafeteria

1300-1345 DDO
John Stein

1400-1445 CIA and the Congress
Clair George

1500-1545 Counterintelligence

1600-1645 C/Management Staff/DDS&T
[REDACTED]

1700-1800 Amb. Richard Helms

1800-1930 Cocktails

Tuesday, 1 November

0900-1000 The Intelligence
Process
Richard Kerr

1015-1100 Current Intelligence
Process
Doug MacEachin

1115-1200 The Estimative
Process
[REDACTED]

1200-1300 Lunch - North Cafeteria

1300-1345 Product Evaluation
[REDACTED]

1400-1500 Donald Gregg
Intelligence from the
Policymaker's View

1515-1615 Writing a Text on
Intelligence
Scott Breckinridge

1630-1745 Return to Hotel

1745 Pickup and return to
Hqs

1800-2000 Cocktails & Dinner

Wednesday, 2 November

0900-1030 An Insider's
View of the KGB

1030-1200 Wrap-Up STAT

1200 Lunch (optional
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ROUTING AND TRANSMITTAL SLIP

To: (Name, office symbol, room number, Building, Agency/Post)	Initials	Date
1. <i>EO/DOA</i>	<i>[Signature]</i>	14 OCT 1983
2. <i>DOA</i>	<i>[Signature]</i>	14 OCT 1983
3. <i>DOA</i>	<i>[Signature]</i>	14 OCT 1983
4.		
5. <i>Registry</i>		

Action	File	Note and Return
Approval	For Clearance	For Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

FYD

DD/A REGISTRY
FILE: *18-2*

DO NOT use this form as a RECORD of approvals, concurrences, disposes, clearances, and similar actions

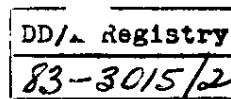
FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
	Phone No.

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OPTIONAL FORM 41 (Rev. 7-76)
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MAY 1962 EDITION
GSA GEN. REG. NO. 27

* GPO : 1981 O - 261-528 (148)

Central Intelligence Agency

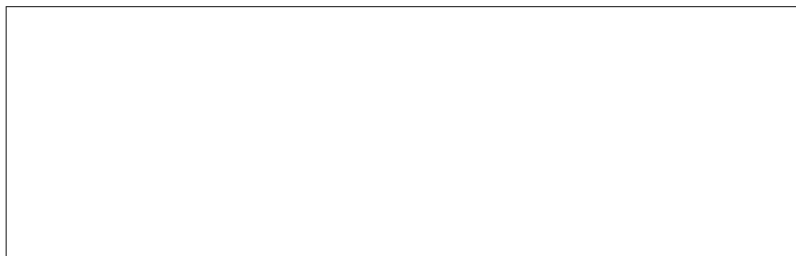


Washington, D.C. 20505

The Center for the Study of Intelligence

The attached package contains background information in preparation for the "Conference on U.S. Intelligence: The Organization and the Profession" to be held in 1A07 Headquarters 31 October - 2 November. Twenty-seven professors have accepted.

Enclosed is an agenda, the agenda suggestions gathered from the professors, a list of the professors attending, and an invitation to the reception to meet them.



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The Director of Central Intelligence
and
The Center for the Study of Intelligence, OJE
cordially invite you to a
reception to meet participants in a

"Conference on US Intelligence:
The Organization and the Profession "

Monday, October 31, 1983

6:00-7:30 p.m.

Executive Dining Room
Headquarters
Central Intelligence Agency

Cocktails
RSVP by October 14

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Approved For Release 2008/03/03 : CIA-RDP85B01152R000200260001-9

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Agenda Suggestions

- | | | |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|
| | - Recruiting and training | |
| Kerr | - Relationship of intelligence to policy | |
| <input type="text"/> | - Analysis and Estimates | STAT |
| Stein | - Contemporary Soviet covert action | |
| <input type="text"/> | - Deception | STAT |
| <input type="text"/> | - Technical Collection | STAT |
| Kerr | - How intelligence can/should influence policy-making | |
| <input type="text"/> | - Problems of evaluation and dissemination | STAT |
| Helms | - The "public relations" aspect of intelligence--how to justify need | |
| McMahon <input type="text"/> | - Intelligence as an adjunct in formulating foreign policy | STAT |
| | - The rationalizing of national security interest with personal freedoms in a democracy | |
| McMahon/Stein | - Effect of Freedom of Information Act on intelligence operations | |
| | - Comparison between staffing and <u>modus operandi</u> of US intelligence organizations and those of other countries (i.e., Britain's MI-5, Israel's <u>Mossad</u> , etc.) | |
| <input type="text"/> | - Competition and cooperation among US intelligence organizations | STAT |
| | - Effect of more sophisticated technology on surveillance and collection capabilities | |
| George | - How does CIA currently feel about dealing with Congress in light of the hearings during the 70s? Morale, general attitude now. An update on how we feel about Congressional oversight. | |
| | - Technical collection vs. humint collection. Under Turner, technical collection was important, what is the feeling now? | |

Kerr

- How can the intelligence analysis differentiate the intelligence capability from the intent
- Intelligence estimating process
- Format of intelligence estimates
- Non-military estimates (economic/technological)
- The role of the DCI for the intelligence "Commission" (Community), i.e., is controlled for influence over budget and policy for other intelligence agencies besides the CIA
- Impact of refined intelligence on policy-making, particularly impact of NSA material
- Problems encountered in conducting intelligence operations in a democratic society
- Intelligence collection capabilities and intelligence assessment procedures, using the Soviet attack on KAL 007 as a case study
- Sharing of intelligence among allies
- Tasking - format and forms
- Interaction between DDO and DDI
- Update on intelligence law and legislation
- Relationship of various components of the intelligence community to the CIA--and in NSC
- Interaction between analysts and collectors
- Role of computerization, "paperless station"
- Questions and uses of FBIS materials missing data? Issue of follow-up?
- Techniques of analysis. Criteria for evaluating sources and information. Distribution of "raw" intelligence and analyzed intelligence
- CIA and FBI liaison
- What use are academics to the Agency, anyway?
- Degree of accuracy in prognosis of these developments, how will they continue to develop

STAT

STAT

George

- Method of liaison of contact with Congressional oversight committee, what is the follow-up?
- What do professionals mean by "intelligence failure?" Examples. Varying explanations. Student queries on intell failures range from (a) no or inadequate information through (b) erroneous information and (c) misinterpretation to (d) policymaker "failure to heed"
- The use of intelligence in policy-planning process
- Gathering of intelligence in third world (Africa)
- Bureaucratic relationships among Community members
- Community relationships with policymakers
- Academic internships in the Community (e.g., during sabbaticals and summer) STAT
- A synthesis on the historical perspectives of intelligence gathering by beginning in the American Revolution and then tracing major developments in army, navy, state department intelligence activities in the 19th century, especially 1880s and 1890s. Concerns raised in the Spanish-American War and its aftermath should be covered before leading into WWI intelligence work. SIGINT of the 1920s and 1930s should be covered before going into William Donovan's work and the OSS as explained in Tom Troy's book. This background information is extremely important for understanding the shaping of the CIA.
- Moral dimensions to intelligence gathering and activities
- Research opportunities in CIA history, and availability of documents
- STAT
- Overhead reconnaissance
- Counterintelligence since Angleton STAT
- Questions posed by "Yellow Rain"

-- Problems raised by monitoring arms control agreements, particularly the problem of how one convinces the world at large that a violation has taken place without compromising sources and methods

- Anything on the substance of alleged CBW use (going back to the war in Yemen) and on the broader political question of how a leader can use such intelligence

D/CSI

- What is the nature, organization and function of the Center for the Study of Intelligence

- Does the National Security Act of 1947 provide an adequate charter for the multi-purpose CIA in the 1980s? Will the Agency not suffer from legitimacy doubt in the absence of a revised, legislative charter

McMahon

- Should there not be a fixed term for the Director of Central Intelligence? What are ideal-types for DCI. intelligence bureaucrats/professionals or politicians?

- Does a true intelligence "community" exist today? Or does the concept of "Intelligence Community" remain an aspiration?

- STAT

- Intelligence "failures" are sometimes widely publicized and well known. Is it possible to have a list of half-a-dozen major intelligence "successes"?

- What is the "domestic spying" consequences of President Reagan's December 1981 Executive Order? How can any domestic spying functions be made compatible with the National Security Act of 1947 prohibitions against the Agency performing any internal security functions?

- Should the CIA be exempt from the Freedom of Information Act?

- In the past, the Office of Security has seemed to dominate the CIA's activities. What is its role today? Is the polygraph a standard tool for security and what is its reliability?

D/CSI

- -References have been made to "ethics officers" within the CIA. What are their functions and how do they operate?

- 25X1

- What are the current recruiting needs and problems for the Agency?
- Intellectual bias in analysis and estimates
- An update on "state of the art" research tools and technology
- A frank discussion of current research needs in the field. A direction, in other words, for scholars and students who are looking for potential areas of study, analysis, and publication
- Another round of comparison between academic and intelligence research methodologies

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Central Intelligence Agency
Washington, D.C. 20505

25 August 1983

Executive Director

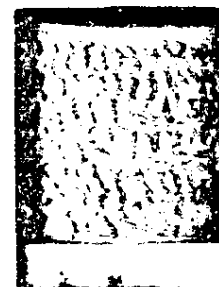
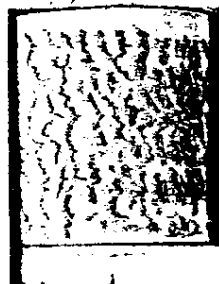
NOTE FOR: DDA

83-301571

- Commitment has been made: the idea is a good one; possible value to DDI, recruiting, Agency image generally.
- My only question would be whether to scale back costs (reception and dinner for example). I had not focused on a \$25K tab, including transportation, room and board--with half the total to come from O/DCI funds.
- Since this is linked to the CT Task Force, some monies come from them. The balance, I would think, would be from OTE or DDA, not O/DCI.
- I understand that estimated costs doubled because more people were invited.
- Actually, all is moot except for sources of total \$ and scope of social activity. It may all be quite justifiable, but please look.



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Approval of Conference on U.S. Intelligence:
The Profession and the Organization, 31 October - 2 November

FROM:

Harry E. Fitzwater
DDA
7D24, HQS.

EXTENSION

NO.

DATE

18 AUG 1983

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

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OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

AO/DCI
7C17, HQS.

23 Aug

K

2-1:

2.

8/23

B

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The estimated cost of this function is \$25K rather than the original estimate of \$12K. Central Processing Branch can provide air tickets utilizing GTR's which will save on this cost but the meals and lodging alone are estimated to be \$10K. (By statute the reimbursement for meals and lodging is limited to a maximum of \$75.00 per day). If this conference is considered part of the A A P program the CYT Task Force will bear the cost of the coffee and snacks provided during the breaks as well as the luncheon, dinner and reception. If it is not part of the A A P program these will have to be charged under [redacted] DCI's Representational Allowance.

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9.

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1-3 The costs detailed above are chargeable to the ET Task Force/OP which by the time this affair takes place will be under the DDA. The only charges against the DCI account will be for [redacted] representational entertaining.

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As for this regard, the invitation proposes a luncheon, and a reception and dinner - one of evening in addition to costs for refreshments at breaks in the conference. You may wish to seal this back.

DCI

EXEC

REG

STAT

83-3015

CSI OTE-834005

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater
Deputy Director for AdministrationSUBJECT: Approval of Conference on U.S. Intelligence:
The Profession and The Organization,
31 October - 2 November 1983

1. This asks that you extend final approval to plans for the Center for the Study of Intelligence (CSI), Office of Training and Education (OTE) to sponsor a conference on U.S. Intelligence: The Profession and Organization for university and college professors, 31 October - 2 November 1983. (You already have given tentative approval to such a conference--initially a proposal from the former Office of External Affairs (EXA) on 15 June 1983 and a follow-on memorandum from the Career Training Task Force (CTTF) on 28 June 1983.

2. By agreement of all of the principals and with the concurrence of the Deputy Director for Intelligence, CSI has taken the action. Letters of invitation (Attachment A) have been sent to 27 prospective attendees (Attachment B) identified by the CTTF. Rooms have been reserved at the Westpark Hotel in Rosslyn and a draft agenda for the conference has been agreed to by all parties (Attachment C). Five of the invitees have accepted as of this date. Planning for the participation of Agency officers is well advanced; tentative arrangements have been made for the participation of people from the Defense Intelligence Agency and the Bureau of Intelligence and Research, and the Vice President's Office as well.

ADMINISTRATIVE - INTERNAL USE ONLY

**SUBJECT: Approval of Conference on U.S. Intelligence:
The Profession and The Organization,
31 October - 2 November 1983**

**3. The DCI Budget and Finance Officer, with the approval
of the Comptroller, has identified funds to underwrite the
conference and defray travel costs.**

STAT



Harry E. Fitzwater

**Attachments:
As Stated**

APPROVED:

STAT

25 AUG 1983


Executive Director

Date

DDA/OTE/CSI  (11AUG83)

STAT

Distribution:

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1 - D/CSI/OTE
1 - OTE Reg.

ADMINISTRATIVE - INTERNAL USE ONLY

Central Intelligence Agency



Washington, D.C. 20505

26 July 1983

Dear

This invites you to participate in a "Conference on US Intelligence: the Organization and the Profession," to be held at Central Intelligence Agency Headquarters, Langley, Virginia, 31 October - 2 November 1983.

We hope the conference will be mutually rewarding. There must be areas of what Allen Dulles termed "the craft" that you, teaching a course on Intelligence, would enjoy exploring with officials of the Intelligence Community--questions both of organization and of substance, and of law, as well. We plan to afford you the opportunity to do so--along with 15 or 20 of your colleagues from other colleges and universities. To enhance the conference's utility to you, we invite you to alert us in advance to the issues/questions that you would most like to have addressed.

For our part, we would hope that you would share with us insights, problems, and solutions you have acquired as a result of teaching a course on Intelligence. We hope to pull together a list of what we consider the best titles on the profession. Officials of the Bureau of Intelligence and Research, Department of State, and the Defense Intelligence Agency will join with us at the conference.

If you agree, the Agency is prepared to underwrite your travel costs and hotel accommodations, and an allowance for food, beginning the evening of 30 October. We have reserved rooms at a conveniently located hotel in Arlington, Virginia, near Key Bridge, affording easy access to Washington. Travel between the hotel and headquarters will be provided. We hope to arrange a luncheon and a reception and dinner one evening. The third day, forenoon, we plan a general session with all of those from the Agency who will have met with you earlier.

We hope that you will attend, your academic schedule permitting. Please feel free to contact me in writing or by phone [redacted] my assistant, will coordinate administrative arrangements. Please feel free to contact her, as well. We would expect to hear from you by 12 September.

SSTAT

[redacted]

STAT

Director
Center for the Study of Intelligence

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